



DEPUTY SECRETARY OF DEFENSE

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MEMORANDUM FOR SENIOR PENTAGON LEADERSHIP (SEE DISTRIBUTION) COMMANDERS OF THE COMBATANT COMMANDS DEFENSE AGENCY AND DOD FIELD ACTIVITY DIRECTORS

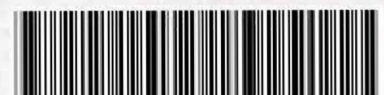
SUBJECT: Actions to Enhance and Accelerate Enterprise Data Management

This memorandum applies to the Office of the Secretary of Defense, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the DoD (referred to collectively in this memorandum as the “DoD Components”).

The DoD’s Data Strategy supports the National Defense Strategy by providing the overarching vision, focus areas, guiding principles, and essential capabilities necessary to transform the Department into a data-centric enterprise. The vision of the Data Strategy is for the DoD to be a data-centric organization that uses data at speed and scale for operational advantage and increased efficiency. Enterprise data management will allow our warfighters to make fact-based decisions at echelon in the battlespace while facilitating decision making at senior leader forums from a single source of information. To accelerate the Department’s efforts, we must establish data interoperability requirements, codify roles and responsibilities, and ensure the requisite resources are in place to ensure our data is visible, accessible, understandable, linked, trustworthy, interoperable, and secure.

Accordingly, this memo directs the following actions to implement the Data Strategy and improve enterprise data management:

- *Implementation of DoD Data Strategy.* As outlined in the DoD Data Strategy, high-value data assets are to be published in the DoD federated data catalog with published common Application Programming Interfaces. Future automated interfaces, to the maximum extent practical, must use industry-standard protocols to exchange data in non-proprietary formats designed for interoperability. These data standards will be detailed via a DoD Data Management Portal at data.mil. Furthermore, DoD Components will store data in a manner that is platform and environment-agnostic, uncoupled from infrastructure dependencies, and is portable, to the maximum extent practical. Components will maximize data sharing and data use rights, while also implementing robust cybersecurity and access control measures needed to ensure data protection from originating source to trusted and authoritative data aggregators.
- *Role of the DoD Chief Data Officer (CDO).* Under the supervision of the DoD Chief Information Officer (CIO), and in accordance with sections 903 and 1755 of the National Defense Authorization Act (NDAA) for FY 2020, the CDO is responsible for issuing policy and guidance regarding DoD’s data ecosystem and for accelerating data-driven decision making, data sharing, data architecture, data lifecycle



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management, and a data ready workforce. The DoD CDO shall have access to all DoD data, facilitate the adjudication of data-sharing and/or access disputes, and oversee implementation of the DoD Data Strategy. The DoD CDO will elevate unresolved data disputes to the Deputy Secretary of Defense (DSD), through the DoD CIO, for adjudication.

- *Role of the Office for Under Secretary of Defense (Comptroller) (USD(C)).* The USD(C) Advancing Analytics platform will be the single enterprise authoritative data analytics and visualization platform used by the Secretary of Defense (SD), the DSD, and the Principal Staff Assistants (PSA). Consistent with sections 911 through 913 of the NDAA for FY 2018, the USD(C) will be responsible for providing the repository for common enterprise data and ensuring cross-functional and enterprise-wide analytics, particularly in support of senior governance meetings. PSAs determine authoritative data sources and analytics use cases for their areas of oversight, in coordination with DoD CDO and USD(C). DoD Components and Agencies will use the Advancing Analytics platform for cross-functional and cross-organizational executive analytics or as directed by the appropriate functional PSA. DoD Component data management and analytic platforms are required to ensure access and consistency of data and common visualizations that are interoperable with USD(C)'s platform.
- *Senior-Leader Support and Coordination.* A senior leader decision support element will integrate enterprise data analytics into senior leader decision forums, processes, and governance subject to direct SD oversight. For Executive Analytics, the element will recommend analytic priorities; address substantive analytic disputes among Components; establish standards, definitions, goals, and key performance indicators for substantive analytic areas; and be the overall process lead to deliver Executive Analytics. The element will advise SD and DSD staff on strategy execution, assessment and performance and provide other analytics or modeling based on leadership decision support requests.

The CIO and CFO will provide recommendations, to include required resourcing and recommendations for operationalizing a scalable environment, in the next 15 days. Any additional resourcing required to support this effort will be net neutral within the overall Defense-wide accounts.

The Department's journey with data and associated analysis is just beginning. DoD must embrace the power of data and continue to learn and improve along the way. I expect the CDO to periodically re-evaluate the actions above as the Department progresses in order to ensure we move at pace, scale, and with greatest efficiency.



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